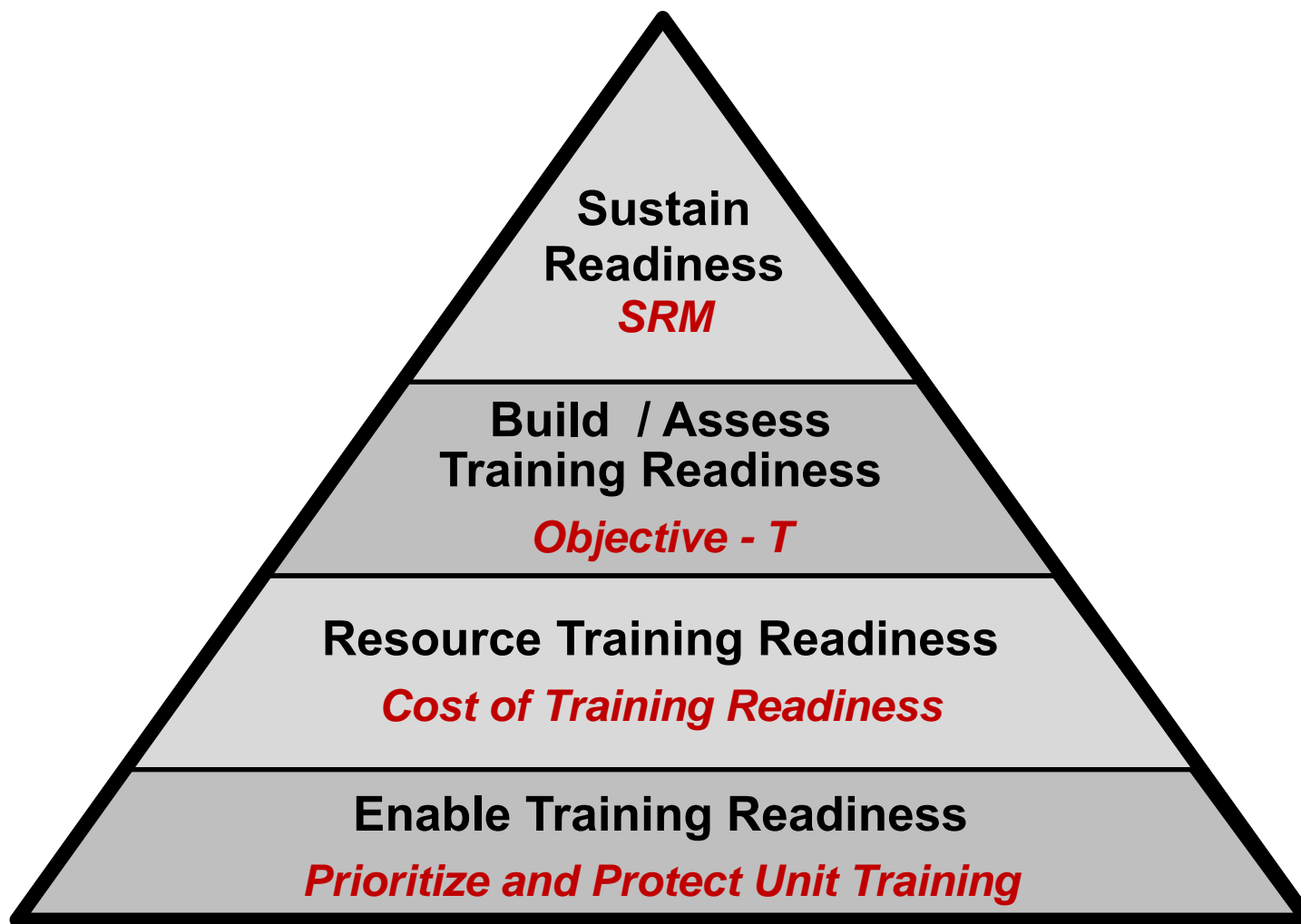# National Commission on the Future of the Army

Enable, Resource, Build, Assess, and Sustain Training Readiness

Sustain Readiness
SRM

Build / Assess Training Readiness
Objective - T

Resource Training Readiness
Cost of Training Readiness

Enable Training Readiness
Prioritize and Protect Unit Training

Army requires a clear understanding of unit training requirements and priorities, and an environment that enables Commanders to appropriately balance training readiness with other Army requirements, to include statutory and regulatory guidance such as Army Command Policy, support taskings, and other directed activities.

Risk of status quo: An unacceptable level of friction for Unit Commanders in generating combat readiness; and predictable regulatory compliance issues.

- **Prioritizing time is the age-old challenge:**

There is not enough time to do everything … the Army has always counted on Commanders to appropriately prioritize time based on a shared understanding of Army requirements and his or her understanding of the unit, its Soldiers, and their Families.

- **A shared understanding of priorities is essential**

  - Secretary of the Army and CSA Priorities

  - AR 350-1 (Army Training and Leader Development)

  - AR 600-20 (Army Command Policy)

  - Other regulatory guidance

  - Army Training Strategy

  - Higher Commander priorities

  - Combatant Commander priorities for assigned forces

  - State priorities for ARNG

  - Army Doctrine

Army Directives	125
Army Regulations	546
DA Pamphlets	138
ALARACTS	288
	1097

~34% have prescriptive
unit requirements

- **Training requirements in AR 350-1 are poorly described / managed – but are NOT the main issue**

  - Some mandatory training requirements prescribed in AR 350-1 could be better directed as elements of command responsibility in AR 600-20 (Command Policy)

  - One size fits all approach does not differentiate between grade and skill level

  - Requirements lack standardized task, conditions, standards; i.e. T&EO or Lesson Plans

  - Mode of delivery (online vs. face-to-face) is determined by proponent and may not address accessibility challenges of each COMPO

  - Training support packages are not standardized, reviewed, and approved IAW TRADOC policy, nor readily available on the Army Training Network

  - Periodicity is common across all COMPOs without consideration of the number of training days available to the Reserve Component

- **Directed requirements / taskings are a key source of friction**

  - Taskings approval process is not formally disciplined at HQDA level

  - Advances in information sharing (portal, email, text messages) complicates the problem for Commanders who may have traditionally been shielded by an orders process

  - Directed requirements emanate from the Army Staff / secretariat and from other subordinate commanders without regard for impact at the Company / Troop / Battery level

  - Company Commanders are adapting to the problem (daily FRAGO) instead of changing Training Schedules

- **AR 350-1 (Army Training and Leader Development)**
  - Common Mandatory Training (SHARP, etc.)
  - Other Mandatory training
  - CTC Program / RCTC / XCTC / CSTX
  - IET for ARNG
  - PME / Functional Training (Schools)

- **AR 600-20 (Army Command Policy)**
  - Health, welfare, and morale, etc.
  - Family Readiness
  - Unit functions / Changes of Command / Responsibility
  - Command and Staff / award ceremonies
  - Individual leave / pass / compensatory time
  - Organizational Inspection Program
  - Pay Day activities / performance counseling

- **Personnel readiness**
  - IDES / MEDPROS / Resiliency / PAI / SRP

- **Equipment availability / readiness**
  - Inventories (cyclic / sensitive item)
  - Command maintenance

- **Fact of life Army installation / regional support**
  - Borrowed Military Manpower
  - Funerals / gate guards / range support
  - Community outreach

- **Training Readiness**
  - Unit Collective training
  - Supporting individual training
  - 8 Step training model / recovery
  - Leader development programs

- **Other Unit training requirements**
  - EIB / EFMB / EIA / Warrior Task & Battle Drills
  - Training meetings / Cyclic Training Briefs
  - Unit specific (Airborne ops, footmarches, etc.)
  - *Deployment readiness activities*

- **Higher command taskings**
  - HQDA to next higher command
  - Distinguished visitors
  - Inspections (DAIG, CSA / SA directed and others)
  - OPFOR / External evaluation support to include CTCs
  - Operational testing support / NET / DTT / NIE / AWA
  - *Joint and Army exercises*
  - *Regionally aligned force alignment tasks*
  - *Assigned force missions*

etc…what is the priority?

365 days/yr

~145 Sustain the Force

- **Weekends & Holidays**
- **DONSAs**
- **14 day Block Leave, prep & recovery**
- **Holiday 1/2-day schedule**

Training during this time competes with quality of life / balancing personal and Family time

Units do train on weekends

Days	Other Requirements
30-90	**Support Taskings – Army / Installation / Unit**
5	**RAF / Prepare to Deploy**
14	**EIB / EFMB / EIA**
TBD	**Joint / Army Exercises / NET / Test support**
50+	**TOTAL**

~220 Days to Generate Readiness (39 for RC)

Cumulative Total

220

241

366+

Days	Unit Training Requirements
131	**Collective Training & CTC**
60	**Training Support (8-Step Tng Model, recovery, etc)**
10	**Functional Training (ABCS / UMO / HAZMAT / CLS)**
201	**TOTAL**

Days	AR 350-1 Training and Leader Development
6	**Common Mandatory Training**
10	**Warrior Tasks & Battle Drills**
24	**Individual & Crew weapons training and qualification (14 days) + Drivers Training (10 days)**
40	**TOTAL**

Days	Other Regulatory Requirements
12	**Command Supply Discipline Program (Inventories)**
4	**Personnel Readiness (SRP / PAIs)**
34	**Equipment Readiness (Command Maintenance, etc.)**
7	**Change of Command / Inventory**
4	**Inspections (OIP / CIP)**
14	**Pay Day / performance counseling**
75+	**TOTAL**

9/17/2015 1:05 PM

7

- *Prioritize Unit Training / Enable Risk Management*
  - Make priorities and requirements clear in policy / guidance (to include resourcing)
  - Provide regulatory guidance for delegation of exceptions to mandatory training

- *Create a more predictable training environment*
  - Establish disciplined governance for higher level taskings
  - Establish a process for review and approval of directed requirements from HQDA with implications on unit calendars

- *Re-set Mandatory Training*
  - Re-look the utility of mandatory military training in its current form
  - Shift some mandatory training to "as required" element of command responsibility
  - Standardize Mandatory training with T&EOs / Lesson plans and directed multiple modes of delivery

- *Apply leadership*
  - Installations / Corps / Divisions must establish time management systems optimized to the local situation
  - Senior Commanders must continuously scrutinize installation support requirements and balance load on tenant units accordingly
  - Continue re-invigoration of our Unit Training Management execution

Endstate: an environment that enables Commanders to appropriately balance training readiness with other Army requirements

AMERICA'S ARMY:
THE STRENGTH OF THE NATION

Army G-3/5/7

Upon receipt of a tasking, commanders will have **96 hours** to RECLAMA the tasking to their higher HQ or the unit will be obligated to fulfill the tasking. Each level of command or equivalent training readiness oversight authority will use the following timelines and approval authorities to enforce the above standard.
Intent: applies to taskings that will impact brigade and below training calendars.

Active Component

Tasked HQ	NLT Notification (Days) **(AC/USAR)**	Tasking HQ	Authority (if < min days)
ACOM, ASCC, DRU	180	HQDA	VCSA
CORPS	150	ACOM, ASCC, DRU	ACOM CDR
DIV & CMD	120	CORPS	CORPS CDR
BDE	90	DIV & CMD	DIV CDR
BN	60	BDE	BDE CDR
CO	45	BN	BN CDR

Army Reserve

Tasked HQ	NLT Notification (Days) **(AC/USAR)**	Tasking HQ	Authority (if < min days)
ACOM, ASCC, DRU	180	HQDA	VCSA
CMD	165	ACOM, ASCC, DRU	ACOM, ASCC, DRU CDR
BDE	150	CMD	CMD CDR
BN	120	BDE	BDE CDR
CO	90	BN	BN CDR

Army National Guard

Tasked HQ	NLT Notification (Days) **(AC/USAR)**	Tasking HQ	Authority (if < min days)
ARNG (Coord Auth)	180	HQDA	VCSA
TAG	165	ARNG (Coord Auth)	Director, ARNG
DIV, CMD, BDE	120	TAG (JFHQ)	TAG
BN	120	BDE	BDE CDR
CO	90	BN	BN CDR

Instead of common mandatory training for PVT to GEN…

Army Mandatory Training Requirements

Initial Military Training (IMT)	Professional Military Education (PME)	Unit Training
Baseline / Foundational Training	*Leader Training (Grade Specific)*	*Leader / Unit Refresher Training*
• *Entry into the Army Profession*	• *Focus on Leader responsibilities / example setting*	• *Part of the unit training plan*
• *Leader / cadre led*	• *How to build / sustain effect in elements they will lead*	• *SME / small group leaders administer refresher to large groups (available for training)*
• *Education / Performance oriented*	• *Reinforced by Structured Self-Development*	• *Leader development programs*
• *Demonstrated knowledge a requirement for graduation*	• *Leader qualification*	• *Reinforced in performance counseling*
• *Individual testing*	• *Individual testing*	• *Integrated into collective training*
		• *Measured through Command Climate Surveys, T&EOs, etc.*

Abandon 100% by-name tracking & reporting requirement except in special cases or for pre-deployment training when directed by order.

- **Shift responsibility to Unit Commander where possible**
- **Consider RC unique challenges when reviewing periodicity**
- **Adopt standards for mandatory training that:**
  - Establish Task, Conditions, Standards (T&EO / Lesson Plan)
  - Mandate a leader / SME facilitated delivery option (no online-only training)
  - T&EOs / Lesson Plans accessible through Army Training Network
  - Unit Commander's only responsible once standards and validated training support packages are published

"Common" Mandatory Training Topics, Retained in AR 350-1

Equal Opportunity (A – AC, B – RC) (Includes Hazing/Bullying)

SHARP (A)

Antiterrorism Lvl I (A)   (**)

Threat Awareness Reporting Program (TARP) (A)   (**)

Information Security Refresher Training (I/A)   (**)

Resilience Training (A-AC, B-RC)   (**)

Substance Abuse (A)   (**)

Suicide Prevention (A)   (**)

Physical Readiness Training (O)   (**)

Ind & Crew Weapons Trng/Qual   (To Section II)

Legend:
(A) = Annual
(B) = Biennial
(O) = Ongoing
(**) = Delegated to
            2-star Cdr

"Commander Responsibilities – as required" – Migrate to AR 600-20

Prevention against disease and injury

Law of War (MTOE units only) (B-RC)

Combating Trafficking of Persons CTIP

Employment / Re-employment Rights (RC only)

Risk Management (O)

OPSEC

Personnel Recovery and Code of Conduct*

Army Values

Prioritize Unit Training / Enable Risk Management

❑ *Delegate mandatory training exception approval to 2-Star Commanders*

Create a more predictable training environment

❑ *Approve tasking governance policy which protects the 6-week lock-in*

❑ **Establish DA PAM 350-1XX as the consolidated repository for Army requirements**

Reset Mandatory Training

❑ *Abandon 100% individual training record accountability for Mandatory training; pre-deployment training governed by orders*

❑ *Reset Mandatory training for appropriate individual, leader, unit -level training at IMT, PME, and in units*

Apply leadership

❑ **Re-invigorate Unit Training Management**

Build and Assess Training Readiness

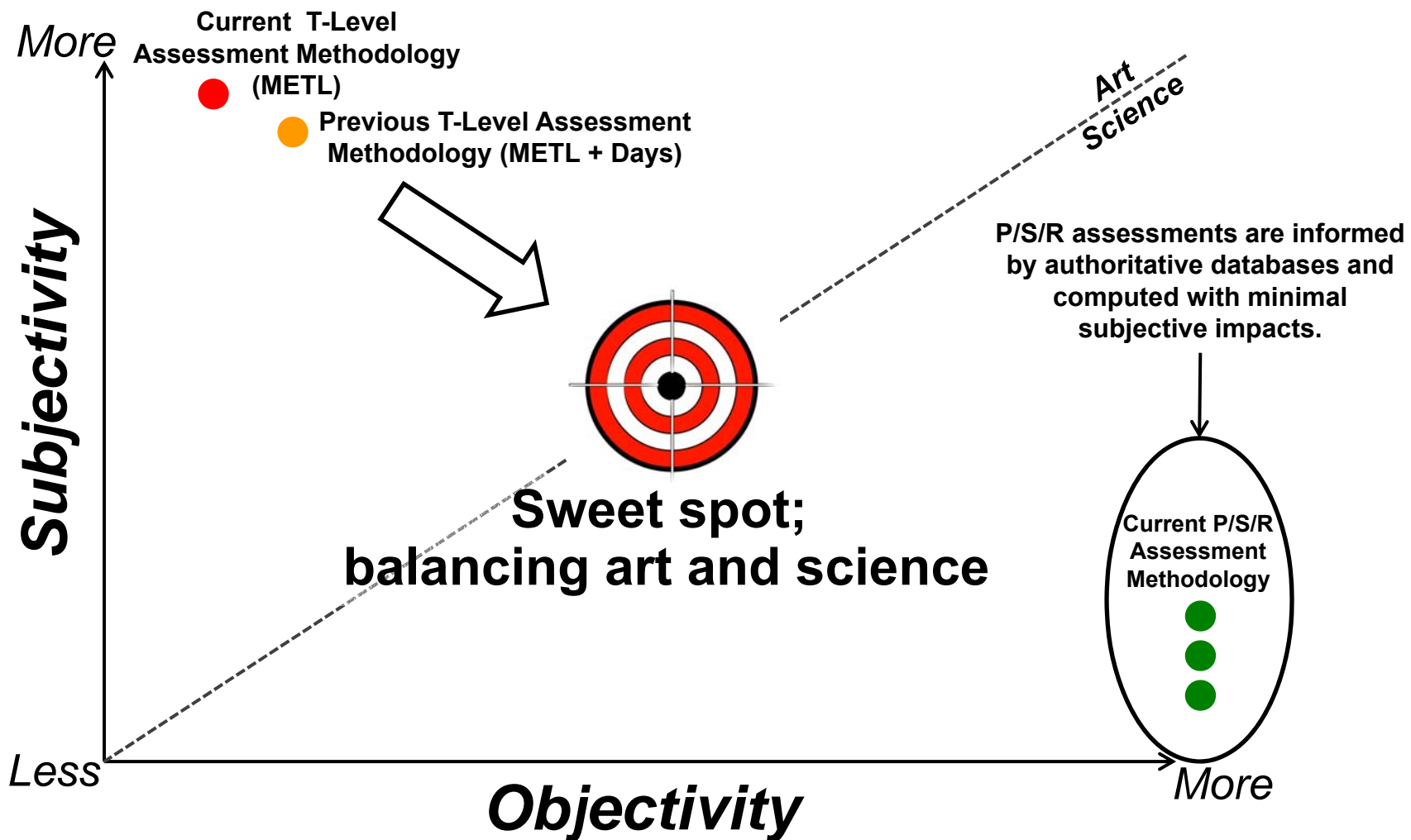## Improve objectivity of task proficiency and T-Level ratings

DAMO-TR

IG Inspection of Unit Training Management Findings:

- 49% of Commanders at Battalion and below did not understand how to execute a Mission Essential Task (MET) crosswalk.

- 51% of Company Commanders could not articulate their assessment methodology for Key Collective Tasks or METs.

- 56% of Leaders, at the Company Level and below, did not use the Army Standards (T&EOs) to evaluate training.

- 92% of Company Commanders not using T&EOs specifically stated they relied on subjective assessments.

- *Not using T&EOs for training events creates the impression that attending a training event equates to being "trained."*

Source: U.S. Army Inspector General Agency (USAIGA), Inspection Division, Inspection of Unit Training Management and Assessment of the Organizational Inspection Program (OIP), October 2013- February 2014.

Current T-Level Assessment Methodology (METL)

Previous T-Level Assessment Methodology (METL + Days)

Art
Science

P/S/R assessments are informed by authoritative databases and computed with minimal subjective impacts.

More

Less

Subjectivity

Objectivity

More

Sweet spot; balancing art and science

Current P/S/R Assessment Methodology

T (Fully Trained): Complete task proficiency to Army Standard by achieving a "GO" in 90% or more of both performance measures and leader performance measures, and 100% of all critical performance measures. The unit executed the task under complex and dynamic conditions.

T- (Trained): Advanced task proficiency free of significant shortcomings by achieving a "GO" in 80% or more of both performance measures and leader performance measures, and 100% of all critical performance measures. The shortcomings require minimal training to meet the Army Standard. The unit executed the task under complex or dynamic conditions.

P (Practiced): Basic task proficiency with shortcomings by achieving a "GO" in 65% or more of all performance measures, 80% or more of all leader performance measures, and 100% of all critical performance measures. Shortcomings require significant training to meet the Army standards. The task is executed under static and simple conditions.

P- (Marginally Practiced): Limited task proficiency with major shortcomings by achieving a "GO" in 51% or more of all performance measures, but less than 80% of all leader performance measures, and less than 100% of all critical performance measures. Shortcomings require complete retraining of the task to achieve the Army standard.

U (Untrained): Cannot perform the task. Unit achieves a "GO" in less than 50% of all performance measures, less than 80% in all leader performance measures, and less than 100% in all critical performance measures. The unit requires complete training on the task to achieve the Army standard.

Objective Task Evaluation Criteria

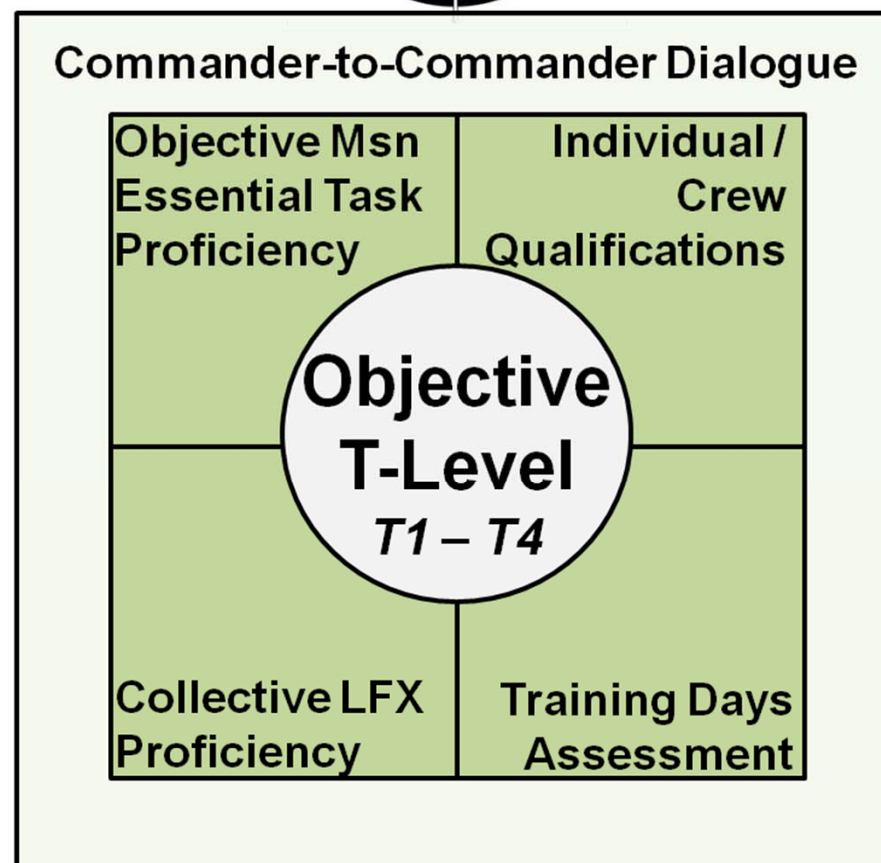| Plan and Prepare					Execute						Assess
Operational Environment			L F X	Training Environment (L/V/C/G)	% Leaders Present at Training / Authorized	% Present at Training / Authorized	External Eval	Performance Measures	Critical Performance Measures	Leader Performance Measures	Task Assessment
Dynamic & Complex	Night	Hybrid Threat	Yes	Proponent Establishes Training Environment Standards (FTX, STX, CPX, STAFFEX, TEWT, etc)	≥85%	≥80%	Yes	≥90% GO	All	≥90%	T
Dynamic or Complex					75-84%			80-89% GO		80-89%	T-
Static and Simple	Day	Regular or Irregular Threat	No		65-74%	75-79%	No	65-79% GO			P
					60-64%	60-74%		51-64% GO	<All	<80%	P-
					<60%	<60%		< 50% GO			U

Task Dependent   Task Independent

Commanders can subjectively upgrade / downgrade proficiency level for mission essential tasks

Current T-Level
T1 – T4
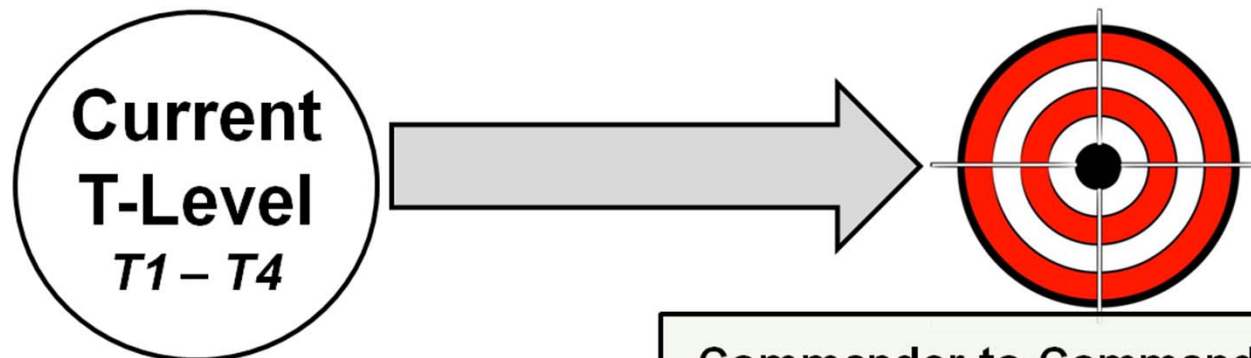
- Not defined
- Subjective
- Calculated based on weighted % of MET assessments
- One T equals T2 for BCTs
- METL not standardized below BCT

Commander-to-Commander Dialogue

Objective Msn Essential Task Proficiency	Individual / Crew Qualifications
Collective LFX Proficiency	Training Days Assessment

Objective T-Level
T1 – T4

T-level Rating Definition: **T-Level is an assessment of the unit's ability to provide the capabilities for which it was designed based upon a composite assessment of three foundational aspects of training and is qualified by an assessment of training days required to achieve T1 :**

- ***Mission Essential Task (MET) Proficiency*** demonstrated through CPX and FTX / STX; accounts for Key Supporting Collective Task proficiency of subordinate units

- ***Individual and Crew Qualification*** conducted IAW appropriate doctrinal reference

- ***Collective Live Fire Proficiency*** demonstrated through both FCX & maneuver LFX IAW Army Unit Live Fire Gates

T Level	Mission Essential Task Proficiency	Individual and Crew Qualification	Collective LFX Proficiency	Continuous Training Days to Achieve T1
T1	≥ T- in **all** ETs	≥ 90%	Unit LFX conducted at appropriate echelon as determined by Training Gates	≤10 Days
T2	≥ T- in **most** ETs **(No U)**	80-89%		≤ 35
T3	≥ P in **most** ETs	70-79%		≤ 90
T4	≤ P- in **most** METs	<70%	Not Live Fire Proficient	>90

T Level	Mission Essential Task Proficiency			Individual / Crew Qualification	Collective LFX Proficiency (3)	
	Proficiency	CPX	FTX	Standard (2)	FCX	CALFEX / LFX
T1	≥ T- in **all** METs	BCT CPX	BCT EXEVAL (1)	≥ 90% Authorized Individuals and Crews are qualified	**See BCT LFX Gates**	
T2	≥ T- in **most** METs **(No U)**	BCT CPX	BN / SQDN EXEVAL	80-89% Authorized Individuals and Crews are qualified		
T3	≥ P in **most** METs **(≤ 1xU)**	BN CPX	Co/Trp/Btry EXEVAL	70-79% Authorized Individuals and Crews are qualified		
T4	≤ P- in **most** METs			<70% Authorized Individuals and Crews are qualified	Not LFX proficient	

1. BCT EXEVAL can be integrated (LVC-G) event with at least one BN / SQDN live (FTX)
2. Qualification standards IAW Army doctrinal manuals
3. FCX / CALFEX / LFX train minimum of one MET selected by the Cdr to "T-" proficiency

MET Proficiency to T-Level

Army G-3/5/7

T1

5 METs	6 METs	7 METs
T/T-	T/T-	T/T-
T/T-	T/T-	T/T-
T/T-	T/T-	T/T-
T/T-	T/T-	T/T-
T/T-	T/T-	T/T-
	T/T-	T/T-
		T/T-

T2

5 METs	6 METs	7 METs
T/T-	T/T-	T/T-
T/T-	T/T-	T/T-
T/T-	T/T-	T/T-
P/P-	P/P-	T/T-
P/P-	P/P-	P/P-
	P/P-	P/P-
		P/P-

T3

5 METs	6 METs	7 METs
T/T-/P	T/T-/P	T/T-/P
T/T-/P	T/T-/P	T/T-/P
T/T-/P	T/T-/P	T/T-/P
P-	P-	T/T-/P
P-/U	P-	P-
	P-/U	P-
		P-/U

T4

5 METs	6 METs	7 METs
T/T-/P	T/T-/P	T/T-/P
T/T-/P	T/T-/P	T/T-/P
P-/U	P-/U	T/T-/P
P-/U	P-/U	P-/U
P-/U	P-/U	P-/U
	P-/U	P-/U
		P-/U

T Level	Mission Essential Task Proficiency	Individual and Crew Qualification	Collective LFX Proficiency	Continuous Training Days to Achieve T1
T1	≥ T- in **all** ETs	≥ 90%	Unit LFX conducted at appropriate echelon as determined by Training Gates	≤10 Days
T2	≥ T- in **most** ETs (**No U**)	80-89%		≤ 35
T3	≥ P in **most** ETs	70-79%		≤ 90
T4	≤ P- in **most** METs	<70%	Not Live Fire Proficient	>90

T Level		Collective LFX Proficiency (1)					
BCT	BN	BCT HQ	Maneuver BN Cavalry SQDN		Field Artillery Battalion	Brigade Engineer Battalion	Brigade Support Battalion
			Gate (2)	Goal (3)			
T1		BCT FCX	CO / TRP CALFEX	BN TF CALFEX	BCT FCX Table XVIII	CO LFX	Base Cluster CO Defense LFX and PLT Convoy LFX
T2	T1		BN FCX PLT LFX Table XII	CO / TRP CALFEX	BN FCX Table XV	PLT LFX	Platoon Table XII
T3	T2		Squad / Section LFX Table X		Platoon Table XII	Squad / Section LFX	Section Table IX
T4	T3		Team LFX		Section Table IX	Team LFX	Crew Table VI

1. FCX / CALFEX / LFX train minimum of one MET selected by the Cdr to "T-" proficiency

2. Gates are minimum training activities to enter T-level ratings

3. Goals reflect intent to exceed these gates where training resources support

ARMY-WIDE
Commanders' dialogue
(Operational and Institutional)

UNIT-LEVEL
Commanders' dialogue

Training Briefings

"Art of the Commander"

Decisive Action (DA) Mission / Unit Capabilities
The roles and functions for which a unit is organized, trained, and equipped to plan for, prepare for, and execute.

Core Tasks
Fundamental tasks by unit type & echelon, the performance of which enables the delivery of the capabilities for which the unit was designed.

Standardized Mission Essential Task List
A tailored group of core tasks which allows a unit to achieve proficiency to deliver any of the unit's capabilities.

Collective Tasks +
- **Supporting Collective Tasks & Staff Tasks**
- **Battle Tasks**
- **Battle Drills**
- **Individual Tasks**

...Tasks nested within CATS

DA Mission / Unit Capabilities
The roles and functions the unit was designed to deliver in support of the Army Mission and Capabilities

Prioritize METL
Based on resources available to include time, troops, and training support

Develop and approve Unit Training Plans
- Using CATS, arrange supporting collective and staff tasks, and Battle Tasks and drills to achieve essential task proficiency
- Employ multi-echelon training
- Leverage live – virtual – constructive- gaming environments

- **Priority to decisive action capability**
- Objective training evaluation
- T-level rating

Assigned Mission
An operational requirement that a unit is formally assigned or directed, by a higher command authority, to plan for, prepare for, or to execute

Develop AMETL
Traditional METL development based on guidance, OPLANs, mission analysis, etc

Develop and approve Unit Training Plans
- Using CATS, arrange supporting collective and staff tasks, and Battle Tasks and drills to achieve mission essential task proficiency
- Employ multi-echelon training
- Leverage live – virtual – constructive- gaming environments

- **Missions or commitments**
- **Regionally Aligned Forces**
- **DSCA for ARNG**
- **Objective training evaluation**
- **Mission T- Level rating w/ risk**

Commanders prioritize METL and approve unit training plans to improve or sustain essential tasks proficiency to provide unit capabilities and accomplish assigned missions

Assigned Mission T-LEVEL	Assigned METL Proficiency	Individual / Team Qualification (Army Tasking Authority / ASCC determined)	Qualification Gate (Army Tasking Authority / ASCC determined)	T-Days to Achieve AMT 1
AMT 1	≥ T- in all METs	≥ 90%	Unit achieves T-proficiency at the directed LFX gate based on assigned mission	Less than 10 days
AMT 2	≥ T- in most METs (No U)	80-89%		≤ 35
AMT 3	≥ P in most METs	70-79%		≤ 90
AMT 4		<70%	Not LFX proficient	> 90

Commander's Narrative (Risk Assessment): Probability of mission accomplishment and associated potential for casualties upon operational employment IAW ATP 5-19; p1-10.

Theater Army   Corps   Division

Mission Essential Tasks

Theater Army

- Conduct Mission Command for theater-level operations
- Conduct Theater Security Cooperation
- Conduct JRSOI
- Establish Intelligence Enterprise Interoperability
- Coordinate Support for Forces in Theater

Corps

- Conduct Force Projection
- Conduct Forcible Entry Operations
- Conduct Campaign & Major Land Combat Operations
- Conduct Shaping Operations
- Conduct an Attack
- Conduct a Defense

Division

- Conduct Force Projection
- Conduct Movement to Contact
- Conduct Entry Operations
- Conduct an Attack
- Conduct a Defense
- Conduct Area Security

Capabilities

Theater Army

- Primarily serves as the Army Service Component Commander
- Sets the theater for intel, logistics, and communications
- Exercises ADCON of Army Forces within AOR
- Exercises OPCON of deployed Army Forces not in a JTF
- Provides Army Support to other services, nations, and agencies
- Establishes JFLCC/JTF until relieved by another operational HQ

Corps

- Tailorable and scalable to serve as a JTF or JFLCC HQ
- Commands Army Divisions and other services as a tactical HQ and exercises OPCON of other joint and multinational land forces
- Integrates lethal and non-lethal enablers to shape the operational environment

Division

- Tailorable and scalable to serve as a tactical HQ/provide flexible mission command based on mission
- Capable of serving as a JTF/JFLCC for limited or small contingencies
- Exercise TACON of other joint and multinational land forces
- Capable of airborne and air assault operations

BCT Mission:

Rapidly deploy to defeat enemy forces and control battlespace through decisive action to achieve the higher headquarters objectives.

BCT DA METL:

07-6-1072 Conduct a MTC

07-6-1092 Conduct an Attack

07-6-1028 Conduct a Defense

07-6-1272 Conduct Area Security

55-2-XXXX Conduct Expeditionary Deployment Operations

07-6-1154 *Conduct an Airborne Assault (Airborne Units)

71-8-1212 *Conduct Air Assault (IBCT / SBCT)

BCT Capabilities

ABCT

- Provides scalable, tailorable capabilities through combined arms operations

- Mobility, protection, long range precision provide overmatch against the full range of environments and enemy capabilities

- Operational maneuver through the speed and tempo generated from the mounted formation

- Provides Mobile Protected Firepower in complex and urban terrain

- Highly capable in countering enemy armored and mobile formations

IBCT*

- Provides scalable, tailorable capabilities through combined arms operations

- Capable of forced entry operations to seize decisive terrain or to gain or exploit the initiative
- Reduced logistics requirements for operations in austere environments
- Well suited for operations in complex terrain
- * Capable of Air Assault operations
- * Only Airborne units are capable of conducting Airborne Assault

SBCT*

- Provides scalable, tailorable capabilities through combined arms operations

- Capable of rapid operational movement and maneuver over extended distances
- Provides mobility and light protection for infantry forces (108 squads)
- Self supporting for up to 72 hours without external resupply
- * Capable of Air Assault operations

UNCLASS

External Evaluations provide Commanders a way to better see their units and enhances their ability to assess METL proficiency and overall training readiness assessment. All units in the Army undergo EXEVALs to achieve and validate "Trained, T-" or "Fully Trained, T" standards of proficiency.

Key principles include:

- *Approved and resourced by the higher Commander 2-levels up*
- *Resourced to achieve a minimum of "Trained, T-" standards of proficiency*
- *External observer controllers / trainers are trained and certified by the Commander 1 or 2 levels up; can be from adjacent units within the higher command of the unit being evaluated*
- *Train and evaluate all METs / Battle Tasks and Drills*
- *Training and Evaluation Outlines are the objective basis of the evaluation*
- *AAR supervised by Commander 2-levels up*
- *Formal Commander to Commander (1-level up) dialogue to agree on MET / Battle Task and Drill proficiency levels and overall T-level for AA readiness reporting units*
- *DA PAM 350-1xx provides guidance and table of EXEVAL requirements by unit type / echelon*

National Commission on the Future of the Army

Enable, Resource, Build, Assess, and Sustain Training Readiness

Sustain Readiness

Sustainable Readiness Model (SRM)

AMERICA'S ARMY:
THE STRENGTH OF THE NATION

Army G-3/5/7

National Strategy
- Prevail in current operations
- Defend the Homeland
- Defeat enemy in one theater while denying in another

Operations

Force Requirements

OPNL Demand Model

Force Requirements

Contingency Plans

HLD

Bundle

Deny

Defeat

Readiness Objectives

FORSCOM
ARNG
USAR
ASCCs
DRUs

Force Providers

SRM

Managing Readiness

Strategic Readiness Tenets

Manning

Training

Capability & Capacity

Equipping

Sustaining

Installations

Mission. Department of the Army implements a Sustainable Readiness Model (SRM) NLT 2017 that builds and sustains combat readiness to fight and win in a complex world by enabling our Army to generate forces to meet operational demands while remaining optimally postured to rapidly surge for unforeseen contingencies.

Purpose. Enable the Army to meet operational demands while remaining optimally postured to rapidly surge for unforeseen contingencies.

Endstate. An enduring process that allows the Army to clearly see itself and provides the decision analysis capability to optimize resources and unit activity to minimize the risk to accomplish the Army's mission.

7/30/2015 as of 1700

Key Tasks.

- Identify and revise all Army policies and processes requiring alignment with SRM.
- Revise AR 525-29 Army Force Generation.
- Establish operational demand model.
- Establish readiness objectives for all AA reporting units FY 16 – 19.
- Determine key inputs and model assumptions.
- Finalize SRM module definitions and business rules.
- Establish SRM Governance and integrate into HQDA battle rhythm.
- Synchronize Army units FY 16 – 18.
- Synchronize key Army actions (man, equip, train, sustain, fund, installation management, acquisition).
- Identify key Decision Points to mitigate risk, address friction or exploit opportunities.
- Assess residual risk.
- Publish the Army's force generation output as a driver for Army processes.
- Educate the force and external audiences (OSD, Congress etc).

7/30/2015 as of 1700

AMERICA'S ARMY: UNCLASSIFIED//FOUO
THE STRENGTH OF THE NATION

Army G-3/5/7

ARFORGEN	*SRM*

• LAD based synchronization
  – Deployment based mindset culture
• Predictable
• Rolling 1-2 years planning horizon
	• Synchronization to meet all demands and to optimize readiness for surge contingency
	  – Contingency based mindset
	• Flexible
	• Rolling 3 plus years planning horizon

• Established cycles; reset, train / ready, available
  – AC: 3 year initially, then 2 year cycle
  – RC: 5 year cycle
	• No fixed cycles except for RC
	  – AC: no fixed cycles
	  – RC: 5 year cycle for ARNG, 5 year cycle for USAR
	• Quarterly modules to identify periods of:
	  – go to war decisive action readiness
	  – allocation for mission or commitment
	  – building readiness
	  – declines in go to war readiness

• Reset phase = readiness cliff	• No directed Reset; allows for conditions-based rebuilding of readiness
• Progressive readiness linked to cycles	• Sustained readiness; ie. Remain in the band of excellence as long as possible based on resources • Established readiness objectives for all AA reporting units
• Manning / equipping just in time for MRE as goal	• Manning and equipping goals to sustain readiness for longer periods of time
• CTCs / MREs are culminating training events for available year or for mission	• CTCs synchronized to align with command tours – not as culminating training events • MREs aligned as culminating training events for allocated forces for known operational missions

Phase I: (Initiate SRM)	*Phase II: (Operationalize SRM)*

SEPTEMBER	OCTOBER	NOVEMBER

SRM Lead – (DAMO-TR)

Weekly OPTs

TGOSC **Off-Site**
21-25 SEP

OP
Demand
Validation
Board

ASRC
@Bragg
26-30 Oct

TGOSC

SA Signs
Army
Directive

Publish
EXORD

Army
Sr Ldr
Conf

POM
Offsite

DECEMBER

SRM Assist - Update Regulation: AR 525-29 - (DAMO-SSW)

AO Draft & Refine → O6/GS-15 Review → GO Staffing

Long Term
Governance

Identified Friction &
Opportunities
Residual Risk
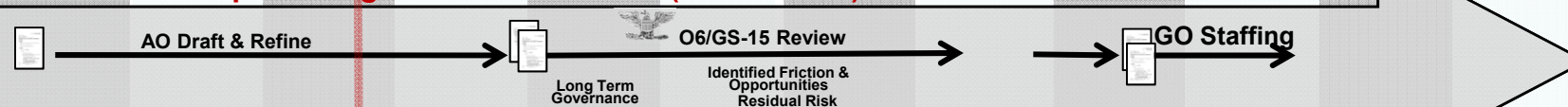
SRM Assist - Initial Operational Demand Model (DAMO-SSW/ODO)

2 Star
(T)

Operational
Demand
Signal
Issued

Continue to refine Operational Demand Model ISO SRM Lead
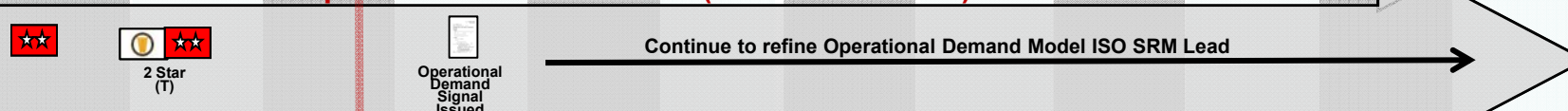
Resource Training Readiness

Cost of Training Readiness

Army must be able to optimally fund units and activities to achieve our readiness objectives while assuring a reasonable correlation between our investment in training and the readiness generated.
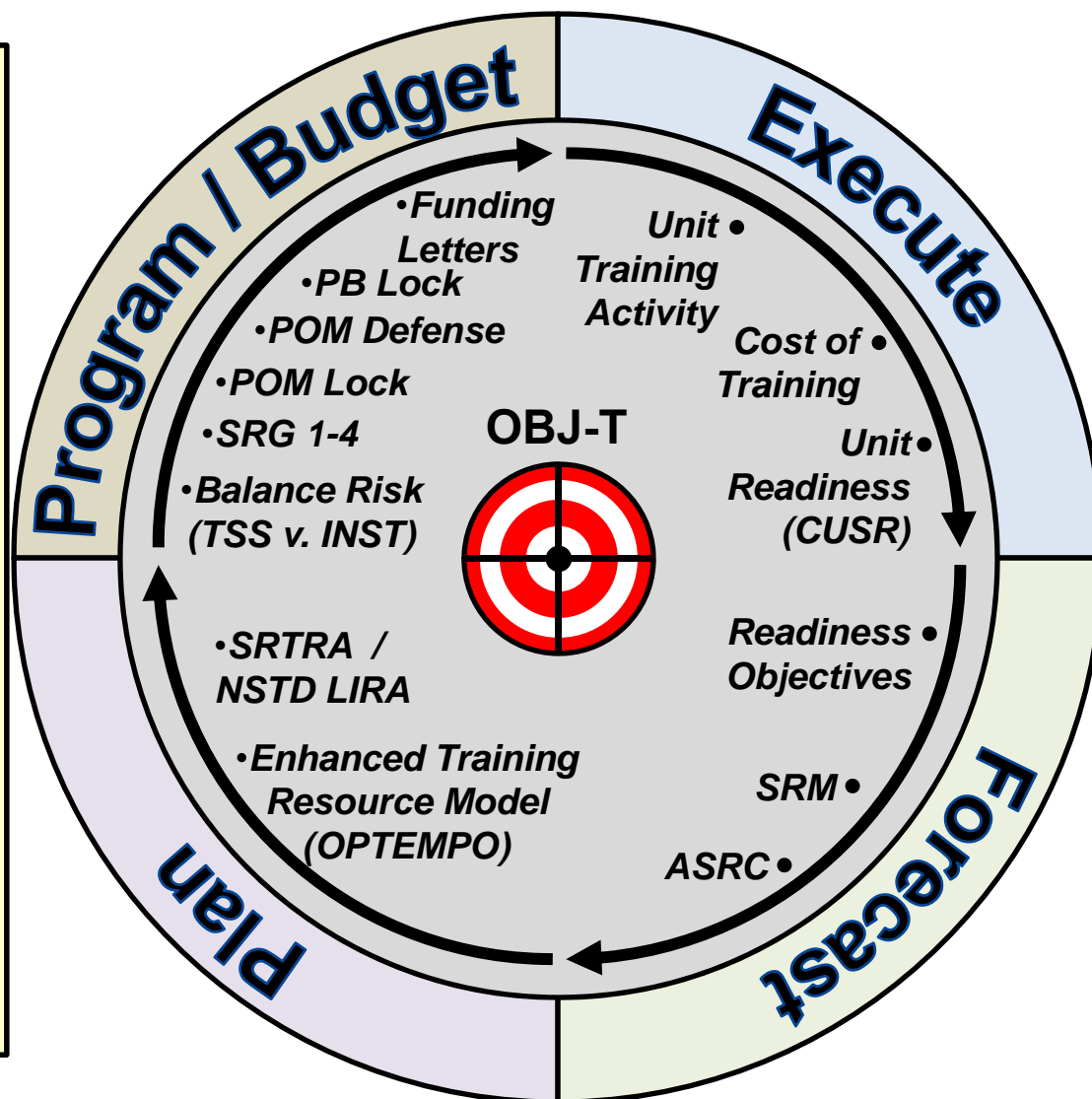
Risk of status quo: Resources potentially mal-aligned to the need and a potential loss of Army Total Obligating Authority (TOA) due to our inability to effectively defend the Army Program and Budget.

Decisive will be a transparent, disciplined, and accountable PPBE process, a method to link our unit training activity, their associated costs, and the readiness delivered; and a forecasting capability linked to Force Management, SRM and Army Synchronization.

Guiding Principles / Intent:

- Preserve Cdr flexibility
- Improve transparency to better see ourselves
- Create feedback loop to improve Program / Budget
- Link resources to readiness
- Training Enterprise centric vs. TT PEG
- Enhance Training Resource Model
    - Training Activity vs. Miles
    - Account for location / type
    - Forecast based on readiness objectives, ASRC and SRM

Program / Budget
- *Funding Letters*
- *PB Lock*
- *POM Defense*
- *POM Lock*
- *SRG 1-4*
- *Balance Risk (TSS v. INST)*

Execute
- *Unit Training Activity*
- *Cost of Training*
- *Unit Readiness (CUSR)*

OBJ-T

Forecast
- *Readiness Objectives*
- *SRM*
- *ASRC*

Plan
- *SRTRA / NSTD LIRA*
- *Enhanced Training Resource Model (OPTEMPO)*

National Commission on the Future of the Army

Enable, Resource, Build, Assess, and Sustain Training Readiness